

NATIONAL TRANSPORTATION SAFETY BOARD

In the Matter of:	*	
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ACCIDENT OF THE LADY D	*	
ON MARCH 6, 2004	*	Docket No. DCA 04 MM015
in Baltimore, Maryland	*	
	*	

Thursday,
March 11, 2004

INTERVIEW OF:

JAMES PIPER BOND

PRESENT:

MORGAN J. TURRELL, NTSB
MARK HAMMOND
ANDREW MURRAY

1 P R O C E E D I N G S

2 MR. TURRELL: Good morning. It is Thursday,
3 March 11. We are at the Living Classroom Foundation
4 building. And it is quarter to 12. My name is Morgan
5 Turrell, NTSB. And to my left?

6 LIEUTENANT COMMANDER HAMMOND: Lieutenant
7 Commander Mark Hammond, Coast Guard Sector, Baltimore.

8 MR. MURRAY: Andrew Murray, Director of
9 Natural Historic Seaport of Baltimore.

10 MR. TURRELL: Sir, if you would just introduce
11 yourself and spell your name.

12 MR. BOND: James Piper Bond, B-O-N-D. Middle
13 name Piper, P-I-P-E-R, first name, James, J-A-M-E-S.
14 And I am the president, CEO of Living Classroom
15 Foundation.

16 MR. TURRELL: Okay. Sir, how old are you?

17 MR. BOND: Forty four.

18 MR. TURRELL: And how long have you been the
19 president, CEO of Living Classroom Foundation?

20 MR. BOND: Since '95. And I was the executive
21 director in '89 and the first full time employee back
22 in about '86.

23 MR. TURRELL: Okay. And what is your
24 background, sir, before '86?

25 MR. BOND: I spent about four years going

1 around the world doing lots of different things. Like
2 ski patrol in Switzerland, taught water skiing and
3 diving in Corseta, traveled through Asia. I was a --
4 coach in Australia. Did all sorts of different jobs in
5 Australia. Sailed across the South Pacific in a small,
6 you know, 40 foot. Sold equipment in Hawaii.
7 Basically, I worked my way around the world for about,
8 almost four years. And then came back to where I grew
9 up here in Baltimore.

10 MR. TURRELL: Okay. And education?

11 MR. BOND: Graduated from the University of
12 North Carolina.

13 MR. TURRELL: In what year?

14 MR. BOND: Eighty two.

15 MR. TURRELL: Okay. And sir, can you tell me
16 about the Living Classroom Foundation, its mission and
17 the different divisions?

18 MR. BOND: Sure. Our mission is based upon
19 providing hands on education and job training, to a
20 diverse group of, well, to diverse groups of students
21 and young adults. We work with about 31,000 young
22 people and young adults a year in about 38 different
23 education programs and job training programs. We, our
24 facilities that we utilize are based largely on the
25 maritime world. And we have built or restored historic

1 ships that are used as educational vessels. And then
2 we also have a middle school here, public middle
3 school, Cross -- School, and we operate programs in the
4 community, the toughest neighborhoods of Baltimore,
5 called Project Serve, to rehabilitate houses, board,
6 clean vacant homes. We have board and cleaned over
7 5,000 vacant homes.

8 So, there is and then the linkage with the
9 Maritime Heritage on the waterfront, which is how we
10 evolved into the creation of the Natural Historic
11 Seaport of Baltimore. Which is a partnership with the
12 City and the State and also other maritime, sorry about
13 that. Let me turn that baby off. Other maritime history
14 attractions around the Inner Harbor area.

15 As to your question, so for our mission, the
16 bottom line is we are about helping people achieve
17 their potential academically, in the work place, and in
18 their lives and we use a variety of sites for that to
19 happen. And whether it is the toughest neighborhoods
20 in the city or on the USS Constellation, or here on
21 this campus, or, so that is from a mission standpoint.

22 As far as the structure of the organization,
23 the Living Classroom Foundation is a 501-C-3,
24 charitable organization. And it is affiliated with the
25 Natural Historic Seaport of Baltimore. And affiliated

1 with the Baltimore Harbor Shuttle, LLC. Which is the
2 owner of the Seaport Taxi. I am not an attorney, but
3 that is my understanding of how that works.

4 MR. TURRELL: Okay. And what, when did the
5 Harbor Shuttle, Seaport Taxi become a part of your
6 organization?

7 MR. BOND: In 2000. So this would be our fifth
8 season of operation.

9 MR. TURRELL: Okay. So structurally the
10 Foundation is divided into the education component and
11 the Historic Seaport, is that correct?

12 MR. BOND: Yes. And there was education job
13 training and the Natural Historic Seaport, we have
14 education programs with the Constellation and the
15 Baltimore Maritime Museum, as well. And so the
16 education is immersed throughout what we do.

17 MR. TURRELL: How many separate units are
18 within the Living Foundation family, how many distinct
19 units?

20 MR. BOND: How many distinct units? Meaning
21 how many programs or --

22 MR. TURRELL: I guess how many answer to you,
23 how many managers report to you as far as --

24 MR. BOND: I think I have eight direct
25 reports, seven or eight direct reports.

1 MR. TURRELL: And you also have two
2 organizations, a board and an executive board, is that
3 correct?

4 MR. BOND: Say that again?

5 MR. TURRELL: You have a board and an
6 executive board, board of directors.

7 MR. BOND: Yes, there is a board of directors,
8 a board of trustees and then there is an executive
9 committee.

10 MR. TURRELL: And how is your role in those
11 board of directors, trustees and executive committee,
12 what is your role in those three components or two?

13 MR. BOND: I am not a member of the board or
14 the executive committee. I am the hired staff. I am
15 the CEO, you know, the CEO.

16 MR. TURRELL: And who do you answer to?

17 MR. BOND: I answer to the Executive Committee
18 and the Board.

19 MR. TURRELL: Okay.

20 MR. BOND: And the Executive Committee is a
21 smaller group, that helps to, you know, that I directly
22 answer to.

23 MR. TURRELL: Right.

24 MR. BOND: On behalf of the Board.

25 MR. TURRELL: Okay. And what is your annual

1 budget for the, expenses for the Foundation?

2 MR. BOND: About 10 million.

3 MR. TURRELL: And how do you raise money,
4 where do you revenues come from?

5 MR. BOND: We get about a third of our funding
6 through, grants through the Government, from local,
7 state, you know, city, state and federal, counties as
8 well. We get about a third through private
9 contributions, from corporations and foundations and
10 individuals. And a third is through fee for service,
11 if somebody buys a ticket to the Constellation, or buys
12 a ticket on the Seaport Taxi, or school that can afford
13 to pay the rate for one of the education trips,
14 education programs here on land or out on the boat.

15 MR. TURRELL: Okay. And how many employees of
16 the entire Living Classroom Foundation?

17 MR. BOND: We have around 200 or so, I can
18 check, Kim would know specifically, but I will say 200
19 or so that are year round. Those that are part time
20 and full time. And out of those are 38 or so that are
21 young adults that are working in our Project Serve.

22 MR. TURRELL: Okay.

23 MR. BOND: And these are young men and, come
24 out of treatment centers or maybe the ex offenders, you
25 know, who are getting their lives on track. We balloon

1 up to almost 500 in the warmer months of the year.
2 Because we do significantly more programming in the
3 summer time throughout the whole Foundation as far as
4 education programs, and you know, all the ships are
5 operating, the educational fleet, Seaport Taxi is
6 running full, you know, so we have, and out of those
7 500 employees, about 90 are employed through different
8 attractions all around the waterfront to get, gain
9 skills and to learn about the world of work and, and we
10 also involve young people working with the Seaport Taxi
11 from the job training standpoint, to learn to become
12 mates and learn about the maritime industry and, and
13 hospitality and so forth.

14 MR. TURRELL: Okay.

15 MR. BOND: So I think I answered your
16 question.

17 MR. TURRELL: Yes, yes. So the third percent
18 funding grants from the city, county, state and federal
19 government, can you describe that, the grants, how
20 many?

21 MR. BOND: Well, there are all sorts of
22 grants. I mean, we get grants, we have gotten from a
23 work force investment, ACTWEIR, Department of Labor
24 funding, we have gotten NOAA funding, we have got EPA
25 funding. We have, we run a lot size base programs.

1 What else, I am sure I am missing some. But, those of
2 some examples.

3 MR. TURRELL: Right, okay. Typically what
4 are the size of the grants just in --

5 MR. BOND: Anywhere from 20,000 to a couple of
6 hundred thousand.

7 MR. TURRELL: Okay. And who actually
8 negotiates those grants or makes the application for
9 the grants, is it Living Foundation or does the Seaport
10 also make grant proposals?

11 MR. BOND: We work together from, I mean, that
12 is one of the ways, the reason why this has all been
13 set up this way is so that instead of for each entity
14 having to create, have their own human resources
15 department, their own accounting department, and their
16 own fund raising department, the Foundation has built
17 very strong, we have a very strong staff that helps to
18 provide, to get those things done. And then we help
19 each of the entities whether it is the Constellation or
20 the Baltimore Maritime Museum, or our job training
21 department, or our education department.

22 MR. TURRELL: Okay. How much of the government
23 grants, just a percentage if you would, would be used
24 to supplement the Natural Historic Seaport operation?
25 Is there any way of --

1 MR. BOND: I know there was some initial
2 government grants to help with the Constellation
3 rebuilt, for instance. You know, like a half million
4 dollars, that we are still owed from the state, to the
5 work that has already been done, to restore that
6 vessel, you know, she is having her 150 anniversary.
7 So, and then other than that, there is like 100,000
8 dollar grant early on, four years ago with the Natural
9 Historic Seaport kind of start up funding to get things
10 rolling.

11 MR. MURRAY: It is not a lot.

12 MR. BOND: But, that --

13 MR. MURRAY: The Natural Historic Seaport.

14 MR. BOND: But, it is very, very little.

15 MR. TURRELL: So, the Natural Historic Seaport
16 then is --

17 MR. BOND: Capital side, from the capital side
18 to help the Constellation and then, you know, for
19 instance, we manage the U.S.S. Taney, the last ship
20 afloat from Pearl Harbor, we were able to get Save
21 America Treasures to help save that ship and haul her
22 out of Curtis Bay last year. So, it is things like
23 that, from an operations, I don't think we haven't
24 gotten any government funding for, love to get a little
25 more but we usually haven't been as successful there.

1 MR. TURRELL: So, Save the America Treasures
2 organization, what --

3 MR. MURRAY: That is Baltimore Maritime.

4 MR. TURRELL: But, the government agency --

5 MR. MURRAY: No, that is National Park
6 Service.

7 MR. BOND: Give us access --

8 MR. TURRELL: What is the affiliation, what is
9 the relationship of the National Park Service, both
10 from the Living Classroom Foundation and the Natural
11 Historic Seaport, your understanding, what is your
12 relationship with them?

13 MR. BOND: As far as, I mean, we are partners.

14 MR. TURRELL: Partners.

15 MR. BOND: For things like, they have helped
16 us fund some, some projects, with the Patriots of Fort
17 McHenry, which is an entity that we, that we manage.
18 That is like the Friends Group over at Fort McHenry.
19 And so we have been helping the Fort now, for gosh,
20 six, seven years and helping them raise some funds to
21 support some of the activities at the Fort, educational
22 programs.

23 MR. TURRELL: And how much does the
24 organization use Seaport Taxi for its educational
25 programs, how do you link the Seaport Taxi operation

1 into your education?

2 MR. BOND: Well, the job training is the
3 primary thing, which I mentioned before. It is, you
4 know, it is really a wonderful opportunity for a young
5 person who wants to maybe learn about the maritime
6 world or, and a lot of our kids have not had experience
7 with that. We work with a lot of urban youths, but,
8 they start to get a taste of it here and then it is a,
9 it is a, that maybe a summer job where they can come
10 learn some job skills and work and learn about some
11 boat handling skills. And so, that is a real nice
12 connection with our mission.

13 MR. TURRELL: Has it been pretty successful?

14 MR. BOND: Yes. Yes. I mean, it is
15 challenging at times, working with at risk youth and
16 that kind of position, but, I think there has been some
17 wonderful learning experiences for young people. And it
18 helps them to learn to climb a ladder of different jobs
19 and one thing leading to another, you know, a ladder of
20 success for them.

21 MR. TURRELL: Okay. So, in the Natural
22 Historic Seaport Director here is Andy Murray, is with
23 us this morning.

24 MR. BOND: Yes.

25 MR. TURRELL: He reports to you, is that

1 correct?

2 MR. BOND: Yes.

3 MR. TURRELL: How much, how does he report to
4 you, what type of day to day communications does he
5 have with you about the operation, the time that is
6 taken up about --

7 MR. BOND: We, we do a lot of work by voice
8 mail. I am more of a voice mail person than an e-mail.
9 I may do some by e-mail, but it is, you know, it is a
10 day or two doesn't go by when we aren't communicating
11 at least once or twice a day by voice mail. Isn't that
12 right, Andy?

13 MR. MURRAY: Correct.

14 MR. BOND: And some days it is a lot more than
15 that. We get, you know, we are able to, to accomplish
16 a lot that way, because, you know, we are on, we are on
17 the move a lot.

18 MR. TURRELL: Right.

19 MR. BOND: And then we, we just, from a
20 management by objectives, which is how I work with all
21 the people that report to me, we have quarterly
22 meetings where we will sit down and go over our
23 specific goals for that quarter, and the action plans
24 that relate to each one of those goals. And we will
25 track how we did, compared to the previous time we got

1 together. Did we accomplish each goal? Did we
2 accomplish the action plans right to the goal? And
3 then when we come out of that meeting, it is usually a
4 hour and a half, two hour meetings, sometimes, we will
5 have set the goals and action plans for the next
6 quarter.

7 MR. TURRELL: Okay.

8 MR. BOND: We also do year end reviews,
9 performance evaluations, where I will take the data
10 from those quarterly, what we call goals and action
11 plan meetings, we will take that data and then provide
12 a performance evaluation at year end.

13 MR. TURRELL: Okay. So, out of the --

14 MR. BOND: And that is done also, it is not
15 me, it is not a dictorial thing, it is something we do
16 together.

17 MR. TURRELL: Okay.

18 MR. BOND: And, you know, it is something that
19 we are, you know, I think is, you know, I am a firm
20 believer that it is, you know, it in a non, in an
21 organization like ours, we are pyramid, upside down
22 pyramid, and I am the guy at the bottom, and my job is
23 to help Andy and the people who report to me, have the
24 resources and the things that they need and provide
25 them the support so they can do their job and then I

1 expect them to do the same with the people who report
2 to them, right on up the line.

3 MR. TURRELL: Great. So, as for the
4 information that Andy provides to you, how much of that
5 does involve with Seaport Taxi?

6 MR. BOND: Well, it is one of the items that
7 is, you know, that we talk about. It is always on the
8 goals and action plans each quarter. It is something,
9 we also have internal Natural Historic Seaport
10 meetings. We have those, what, every two or three
11 weeks?

12 MR. MURRAY: Two weeks or three.

13 MR. BOND: And where we get together with the
14 staff of NHS, you know, the, all the different
15 directors, like Chris who runs the Constellation, John
16 runs the, the Baltimore Maritime Museum, Audrey runs
17 the marketing, merchandising, or Leslie does marketing,
18 you know, Ed would be there from Seaport Taxi. And it
19 is like a group where there is information sharing, and
20 we talk about upcoming events or different issues, so I
21 usually attend those as well.

22 MR. TURRELL: Okay. And from your
23 recollection, what are the issues that, this last year
24 involving Seaport Taxi, that seemed to predominant the
25 discussions?

1 MR. BOND: Oh, it is, you know, last year was
2 such a tough weather year, you know, with the weather,
3 just really, you know, the rainy season ever in
4 Baltimore. Also there was the events of the hurricane.

5 So, from a business standpoint, it was not a great
6 year for the Seaport Taxi, from a revenue standpoint.
7 From an operations standpoint, there was a feeling that
8 the fleet continued to improve operationally, continued
9 to, you know, the boats were being run well. We felt
10 like that management was doing a good job. Really
11 feel, you know, each year it was just getting better
12 and better with the operation. You know, this was the
13 fourth year. And then this year, we were really looking
14 forward to having a good year. Baltimore's Almanac
15 said it was going to be a good weather. You know, our
16 team just is solid, you know, Ed and Ron. Again, were
17 getting better at their job. And the good group of
18 captains. We were planning the training for the mates,
19 the customer service, the safety training. I know it
20 had already begun, you know, and so at these meetings
21 it is more an update about that and just ways of
22 partnering with the different internal and you know,
23 internal group as far as different events and
24 activities. And also with our partners, like Fort
25 McHenry or the Museum of Industry, or all the different

1 partners around the Harbor. And I mean those are the
2 things that, you know, so it is primarily they would
3 just be one of the people at the meeting. And it was
4 all very positive.

5 MR. TURRELL: Since you purchased or since the
6 Foundation purchased Seaport Taxi, what kind of
7 improvements have you have seen?

8 MR. BOND: I, I have been really struck by the
9 improvements from a personnel standpoint, from a, from
10 an equipment standpoint. When these boats came to us,
11 I think a lot of them weren't in the greatest of shape.
12 And so we have had to do a lot of work in improving
13 the boats and the engine. You know, we have had, we
14 have gotten, we entered a test engine program with
15 Mercury, is it Mercury or, you know, and one of our
16 board members is a top cook who runs Curtis Engines,
17 and he has helped us, you know, we have gotten some air
18 conditioners on one of the boats. It is pretty hot and
19 humid here in Baltimore. So, that was a nice thing,
20 and he was going to try and help us get, you know,
21 hopefully three or four boats, we could have that air
22 conditioning in the summer. So each year it just seemed
23 to, I think it has just gotten more professional. The
24 operations are run smoother, the safety record, I think
25 has been good. Yes, there is an incident here and

1 there, any time any kind of incident happens, it is,
2 you know, it is a concern to everyone. You know, and,
3 and I think we always have the philosophy of lessons
4 learned, if there is something that has occurred, we
5 want to learn from it and how can we do better next
6 time. And that goes for every program, everyone here,
7 starting with me, all of us, we are on a quest for
8 continuous quality improvement in whatever we do.

9 MR. TURRELL: Sure.

10 MR. BOND: And I think that, the Seaport Taxi
11 team has very much had that philosophy. They think
12 they have, they have improved, the job training pieces
13 is improved. I am sure I am missing some things, Andy,
14 but I have just seen steady improvement.

15 MR. TURRELL: How often do you ride the taxis,
16 either personally or for business?

17 MR. BOND: I get on them every couple of
18 weeks. Maybe two or three weeks in the summer time. I
19 am not on them a lot this, this time of year. What I
20 do do when, is because we will have a whaler that we
21 donated out here, and sometimes I have got to zoom to a
22 meeting over in the Inner Harbor and it is far quicker
23 to do that, then to drive and find parking. So, I am
24 out doing that or I will bring my little boy down and
25 take him for a ride on a weekend, but, I am out to, I

1 like to go out and kind of just see how they are doing,
2 you know, and Andy will get that voice mail, you know,
3 what about, you know, I saw one of our guys could have
4 done a little better here with communication with the
5 public, or you know, here is, you know, the S on the
6 Seaport, you know, on the side is coming off, you know,
7 we need to fix the logo. You know, I am, I am a
8 stickler, you know, about signage, just again in that
9 quest for continuous quality improvement. I mean, Andy
10 will actually send out a, we call them ghost riders,
11 you know, because we are trying to send people out who,
12 because people tend to know, especially after this
13 weekend, they all know what I look like now, but, you
14 know, to, we want to make sure our people are running
15 the best business they can. So, even if I am not out
16 there out riding, I try to get out there and check it
17 out. And I am not shy about making suggestions if I see
18 something.

19 MR. TURRELL: And have you ridden out to the
20 Fort from Fells Point?

21 MR. BOND: Yes. Yes.

22 MR. TURRELL: Okay. And --

23 MR. BOND: I have done it one time out there
24 to the Fort.

25 MR. TURRELL: Are you familiar with the

1 agreement you have with the Fort and the City?

2 MR. BOND: Yes.

3 MR. TURRELL: Can you, just in your own words,
4 describe your understanding of the permits for the Fort
5 and the City, the Corps of Engineers, just to best of
6 your knowledge.

7 MR. BOND: Sure. There is a pier at the Fort
8 that is owned by the City, that we have a, I think it
9 is a 10 year lease or a three, it is has got multi
10 year, and it has renewals.

11 MR. TURRELL: Okay.

12 MR. BOND: That we have oversight of that
13 pier, on behalf of the City. So, for instance, we
14 build a little, we have a little hut there for the
15 Fort, because we always want to have, what we call a
16 dock manager out there and on Saturday it was Bill. A
17 fort coordinator. So, we built a little hut, we have
18 replaced boards, etc. And so we would use that pier
19 until it floated around with Hurricane Isabel, it got
20 lifted up. And that would be the way that we could
21 access the Fort and working together with Fort McHenry,
22 who has been, you know, encouraging us to bring people
23 by water. It is something we wanted to do because it
24 is something people really enjoy doing, to access the
25 Fort by water. And so that, that is basically it with

1 the pier. I don't think there is anything else.

2 MR. TURRELL: Okay.

3 MR. MURRAY: Well, but, then I think Morgan
4 asked about the Corps --

5 MR. BOND: Okay. So, when the pier floated
6 away, we called over to the Corps and the fire boat,
7 the fire department to see if, until they fixed the
8 pier, the pier was suppose to be fixed, starting to be
9 fixed this week. And they, we were able to get an
10 agreement to land, I think right at the dock, right out
11 there. And I know, I remember we signed off on a few,
12 I signed them. So, we were given permission to be able
13 to land there, temporarily. And then there a way to
14 come through the gate.

15 MR. TURRELL: Right.

16 MR. BOND: Were you lift one of the poles --

17 MR. TURRELL: Right.

18 MR. BOND: -- goes up and the people can come
19 through. So, we continue to bring people who want to
20 come there by water.

21 MR. TURRELL: Okay. And then the agreement
22 with the City of Baltimore for the wharfage agreement.

23 MR. BOND: For the Seaport Taxi?

24 MR. TURRELL: Yes.

25 MR. BOND: Yes.

1 MR. TURRELL: What is the, were you involved
2 in that, negotiating that contract at all?

3 MR. BOND: That is just a straight forward,
4 and it was not really an negotiation. It is here what
5 it costs to have the wharfage agreement.

6 MR. TURRELL: Okay.

7 MR. BOND: What is it, 6250 or --

8 MR. TURRELL: We heard roughly 6,000.

9 MR. BOND: Yeah.

10 MR. TURRELL: Okay.

11 MR. BOND: And I don't, again --

12 MR. MURRAY: It was all through us with the
13 purchase of the business.

14 MR. BOND: Right. Okay. And then we recently
15 just got a letter that that wharfage agreement goes to
16 next year.

17 MR. TURRELL: Okay.

18 MR. BOND: Did I answer your question?

19 MR. TURRELL: Yes. I just want to know what
20 your understanding is and we are trying to understand
21 what management's role is.

22 MR. BOND: Yes.

23 MR. TURRELL: And what, from your
24 understanding, how much money is spent on capital
25 improvements for the Seaport Taxi organization?

1 MR. BOND: I mean, that is something that is a
2 yearly, you know, some years it has been more than
3 others, and this year, I don't, I don't, I am not sure,
4 I mean, Andy would have that better than I, I don't
5 have, I can go get it out of my office, but I don't
6 have it in right of me this second.

7 MR. TURRELL: If you were to classify in
8 thousands of dollars, 10s of thousands, 20, 30?

9 MR. BOND: Do you want me to go --

10 MR. TURRELL: No, no, that is okay. I just
11 wanted, that is fine.

12 Does Andy have the budgetary authority to
13 purchase safety equipment on the spot if he needs
14 something?

15 MR. BOND: Sure, by all means. Safety is the
16 number one concern. And I think Andy has got the
17 authority to sign off on anything up to \$5,000.00.

18 MR. MURRAY: Five thousand.

19 MR. BOND: And then anything above that, just
20 needs my signature next to his and I don't think there
21 is any time where I have said no on things like that.
22 Well, certainly not with safety.

23 MR. TURRELL: Right.

24 MR. BOND: But, with anything really.

25 MR. TURRELL: Okay. And just describe if you

1 would, your, your ability, your relationship with the,
2 your partner with the city and the county, your working
3 relationship with them, is it good --

4 MR. BOND: Yes.

5 MR. TURRELL: You are in contact.

6 MR. BOND: Oh, yeah, I mean, with an
7 organization like ours, it is, if you are providing
8 service for the city, I mean, the Seaport Taxi is
9 public transportation for the city and, but, that is
10 just one piece, as you see all the different things
11 Living Classroom does. I mean, we are working with
12 thousand of city kids and, you know, county kids. And
13 we will reach to every county in the State of Maryland
14 and we also have an operation in Washington, D.C. But,
15 I, we are pleased and, and feel grateful for our
16 relationship with the City, the State, the county, the
17 City Council, all the different governing bodies,
18 Washington, D.C. Mayor's Office, you know, again, you
19 have to ask them, but I think they think pretty well of
20 us also.

21 MR. TURRELL: Okay. So, your relationship with
22 them, besides the goodwill aspect.

23 MR. BOND: Yes.

24 MR. TURRELL: As long as these license
25 agreements that you have, or is there --

1 MR. BOND: No, I mean, we do, I mean, we run a
2 Baltimore City Public School, we run, we have all, we
3 interact with pretty much every agency in the City of
4 Baltimore in one or another. And almost the same with
5 the State of Maryland, because of our different
6 programs, you know, we are doing work force
7 development. You know, we have had a Maritime Corp
8 Program, that is another federal source of funding.
9 Which is private served. Maritime Corp got cut back,
10 but now it is getting we are getting it cranked back up
11 again, you know, how the funding went. The window
12 latch is coming back apparently.

13 MR. TURRELL: Right.

14 MR. BOND: So, there is, you know, we, we work
15 closely with our senators and Congress people, you
16 know, we have the Maritime Park which is a 12 million
17 dollar project right here in Fells Point, which will
18 honor Frederick Douglass and Issac Meyers, who started
19 the first black owned shipyard in the country. And we
20 have got, again, it is a capital project, but we have
21 got three million dollars of state funding, three
22 million dollars of city funding, millions of dollars of
23 federal funding that come through to help build the
24 bulkhead and pier. So, again, I think it is a very,
25 very solid relationship with our government leaders.

1 And administration changed, so whether it is a Democrat
2 or Republican, a man or woman, black or white, it
3 really doesn't matter, because our mission is all about
4 helping people.

5 MR. TURRELL: So, in return for your status,
6 does the city, county, state and federal government
7 have any sort of oversight of, particularly the Seaport
8 Taxi organization, to your knowledge, is there a --

9 MR. BOND: No, we work directly with the Coast
10 Guard, I think is our primary, that is who we have to
11 work with.

12 MR. TURRELL: And how would you, describe your
13 relationship with the Coast Guard to your knowledge?

14 MR. BOND: I think it is a very good
15 relationship. I mean, we very much respect the Coast
16 Guard and we look to them to help give us guidance.
17 They inspect all of our boats each year. Our captains,
18 obviously, are Coast Guard licensed captains.

19 MR. TURRELL: Okay. I will turn it over to
20 Commander Hammond.

21 LIEUTENANT COMMANDER HAMMOND: I have nothing.

22 MR. TURRELL: Andy?

23 MR. MURRAY: Can I just add to some of these
24 questions?

25 MR. TURRELL: Certainly.

1 MR. MURRAY: Or does it have to be questions?

2 Yeah, I just say on the, you know, the capital side
3 there has been significant upgrade in the last two
4 years also in just the purchase of new boats, to begin
5 replacing some of those older boats, you know, so
6 there, and that has been a significant investment. The
7 last boat we purchased was 100,000.

8 MR. BOND: And that was two years ago, Andy?

9 MR. MURRAY: That was two years ago.

10 MR. BOND: Right.

11 MR. MURRAY: And Ed, like this year, every
12 boat is getting new cables, every boat. So there is,
13 you know, there is certainly a commitment to capital,
14 in fact, I think, you know, if anything Ed is more
15 focused on capital than cosmetic, which sometimes James
16 thinks the cosmetic, it is important but Ed, I think
17 always focused on --

18 MR. BOND: That is the one of the things, just
19 to reiterate.

20 MR. MURRAY: Right.

21 MR. BOND: Is that I think when we got the
22 boats, they were not in as good shape as, you know, as
23 we had hoped and so there has been a strong effort to
24 really bring them up to speed and get them in good
25 shape, and then, Ed is, has done, I mean, he does spend

1 a lot of time as a mechanic himself, you know, working
2 on these boats.

3 MR. MURRAY: Right. And I guess, relationship
4 with the Coast Guard, I think has really improved. The
5 first year we had some management left over from the
6 prior company, captains really left over from the prior
7 company, it was probably not as good as it could have
8 been. And we had, as we began our second season, we
9 had a very, I will call it a heart to heart meeting
10 with the Coast Guard and they said, you know, we are
11 really going to get things in order, since then. I
12 know Ed, his focus has been to make sure all of the
13 certificates are current.

14 MR. BOND: Right.

15 MR. MURRAY: You know, and so, I would say we
16 have come really full circle in the last three years.
17 I think it is a very strong, strong relationship.

18 So, that is all I have is further
19 elaboration.

20 MR. TURRELL: Okay. All right, the only
21 question I have for you, Mr. Bond, again, if your
22 Seaport Taxi operation was to shut down, how much
23 adverse impact would that have on the City, county,
24 state, would they be getting on the phone telling you
25 to get those taxis running again, or --

1 MR. BOND: Well, I think it, you know, again,
2 I hope that doesn't happen. And I, you know, and at
3 this point I think that --

4 MR. TURRELL: No, and I meant, I was, if there
5 was some reason besides weather, that, this is one
6 example of you have been shut down a few days for an
7 accident, but, in some other scenario where you shut
8 down for a number of days, or whatever, do you receive
9 internal pressure from these government organizations
10 to keep the operation going?

11 MR. BOND: Well, we have a wharfage agreement,
12 I mean, it is an obligation that we are suppose to be
13 doing. So, I mean, that is, you know, we try to fulfil
14 all our obligations.

15 MR. TURRELL: And I guess I will just let you,
16 do you have any comments to add or any questions?

17 MR. BOND: No, I just, you know, I just
18 appreciate, I know how, you guys probably have other
19 things to do be doing and how much time you have put
20 into this, you and your whole team, and we appreciate
21 that. Also, thank, you know, thank you also for
22 understanding what the mission of this organization is
23 about. And, you know, I think our commitment to helping
24 people and to having safety is the highest priority.
25 So, that is fine, thanks.

1 MR. TURRELL: Great. This will end the
2 interview.
3 (Whereupon, the interview was concluded.)